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Director of Training

19 November 1958

Chief, Plans and Policy Staff

Clandestine Services Senior Officers Course

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1. In accordance with your instructions I have reviewed the papers received from [] containing comments by DD/P officials relating to the Clandestine Services Senior Officers Course. In addition I have had personal meetings on the subject with various area Division Chiefs. Memoranda for the Record covering personal meetings with [] Mr. J. C. King, C/WH; [] are attached. Also attached are Memoranda for the Record covering discussions on the subject with [] of OTR.

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2. The recommended objectives for the course are:

- (a) To provide the Clandestine Services with a professional classified forum for the exchange of operational techniques to increase the Station Chiefs' ability to cope with problems involving operational and administrative policy.
- (b) To examine and review selected concepts and policy matters which arise in the field at the Chief or Deputy Chief of Station or Base level.
- (c) To discuss and apply practical solutions to the more intricate and involved operational problems and situations which confront the senior Clandestine Services officers in the field.
- (d) To examine and discuss executive management and administrative policy problems which have

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broad implications in our relations with foreign governments, nationals, and other U. S. Government agencies in the field.

3. The consensus of the Clandestine Services area Division Chiefs, and my own recommendations based on personal experience, is that the following subjects, which are sufficiently broad to include matters of considerable interest, would be desirable for course content:

Audio Surveillance Management

✓ Agreed Activities

✓ Executive Management and Finance Responsibilities

Protocol and Overseasmanship

TSS Support

Station Relationship with Adjacent Areas and Stations

✓ Normal Problems and Difficulties

4. It was originally suggested that coverage of the Russian Intelligence Service, Satellite Services, and the programs would be desirable for a course of this kind. However, in the opinion of some of the area Division Chiefs, this coverage should be eliminated, for most senior officers have sufficient knowledge of these subjects and inclusion in the course would be repetitive or redundant.

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5. [] as you will note from the Memorandum for the Record, was of the opinion that the discussions should be conducted by such speakers as Lyman Kirkpatrick, [] Colonel L. K. White, [] Gordon Stewart, James Garrison, Dr. Tietjen, and []. These officers could discuss from firsthand knowledge the Station Chiefs' individual or common problems and could, with the contribution of other Station Chiefs in attendance, suggest desired solutions.

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6. There is a difference of opinion regarding the time schedule for the course. Some prefer a concentrated full-time one-week course, while others suggest a course that would run as long as three weeks with class sessions being held on only two or three mornings per week. The latter scheduling would permit area Division Chiefs, their Deputies, and their Executive Officers to attend lectures of special interest that relate to their specific problems, and also allow sufficient time daily to work in their offices on assigned functions and responsibilities. The two or three days' attendance per week appears to be the better method. However, I would suggest that attendance be mandatory, for those who do attend would desire the benefit of total counsel from all Division Chiefs. In this manner, greater contribution would be effected.

7. Before further progress can be made on the establishment of the Clandestine Services Senior Officers Course, positive determinations should be made concerning the speakers and the scheduling of the course. You may wish to discuss these problems with [] in order that we may have a common understanding and an established base on which we can proceed with the detailed planning.

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Distribution:

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